

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY INSTRUCTION 36-3539**

24 JULY 2013

Personnel



**THE USAF ACADEMY CADET EXEMPLAR
PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This new instruction implements Air Force Policy Directive (AFPD) 36-35, *United States Air Force Academy* and defines the roles and responsibilities and outlines the administration of the USAFA Cadet Exemplar Program. This instruction applies to all United States Air Force Academy (USAFA) personnel. This publication does not apply to Air Force Reserve Command (AFRC) units or the Air National Guard (ANG). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Air Force (AF) Form 847, *Recommendation for Change of Publication*. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>.

1. Program Intent. The cadet exemplar program is both a leadership development and heritage education program. It is designed to provide a role model—in the form of an aerospace leader of the past—for cadets of each class to emulate. It is also meant to instill pride and provide a connection to our Nation's Air Force heritage. As this instruction outlines below, each cadet class will form an exemplar committee, nominate and select an exemplar, and then maintain their identity with that exemplar through a class-wide exemplar dinner, an exemplar display case, and other activities throughout the class's tenure at the US Air Force Academy.

2. Selection Criteria.

2.1. Exemplar nominees will be chosen from military officers, military-associated civilians and aerospace or aviation pioneers/leaders.

2.2. Nominees will have made an extraordinary contribution to the development of American air and space power.

2.3. Nominees must be deceased. The facts of their lives should in the main be transparent and known.

2.4. Nominees must have exhibited integrity and character in both their professional careers and their personal lives.

3. Responsibilities.

3.1. Superintendent (USAFA/CC). The USAFA/CC will:

3.1.1. Maintain overall responsibility and authority for the successful execution and oversight of USAFA's cadet exemplar program as outlined within this instruction.

3.1.2. Approve the short list of exemplar nominees as presented by the cadet exemplar committee.

3.1.3. Approve the final selection of an exemplar, following a decision by the class.

3.2. Commandant of Cadets (USAFA/CW). The USAFA/CW will:

3.2.1. Appoint a CW officer to serve as an advisor to the cadet exemplar committee.

3.2.2. Fund displays, travel for speakers, honoraria, exemplar patches, and other associated program materials. (not from appropriated funds [APF])

3.2.2.1. Gift funds may be used, if available. Prior coordination/approval must be received prior to any commitment or expenditure of funds. (USAF AI 51-601, *USAF Academy Management and Use of Gift Funds*)

3.2.2.2. CW will submit a Gift Need Opportunities request IAW USAFA 51-601.

3.3. Dean of the Faculty (USAFA/DF). The USAFA/DF will:

3.3.1. Through the Department of History (DFH), appoint a DF representative to serve as an advisor to the cadet exemplar committee.

3.4. The CW and DF Advisors will:

3.4.1. Advise, mentor, and oversee the activities of the cadet exemplar committee.

3.4.2. Assist with the coordination required with other USAF Academy mission elements.

3.4.3. Ensure the cadet exemplar committee accomplishes required actions generally according to the timeline below.

3.5. The cadet class president will:

3.5.1. Appoint a class chairperson for the cadet exemplar committee.

3.5.2. Maintain periodic oversight and contact with the cadet exemplar committee.

3.6. The cadet exemplar committee chair will:

3.6.1. Form a cadet exemplar committee to assist in planning and executing class exemplar activities.

3.6.2. Ensure the accomplishment of all required items listed in the timeline below.

4. Philosophy of Oversight. The cadet exemplar program is a program executed for each cadet class by each cadet class. CW and DF advisors will maintain vigilance in ensuring the cadet exemplar committee meets the required deadlines and accomplishes necessary coordination during each exemplar activity. In essence, the CW and DF advisors will serve as co-mentors to the committee and share the administrative load as the timeline below requires. The cadet exemplar committee should form subcommittees or teams to plan and execute major program elements such as voting, the dinner, and the display case.

5. Timeline of Events.

5.1. Prior to Class arriving for Basic Cadet Training:

5.1.1. CW and DF (through DFH) assign advisors.

5.1.2. Previous class advisors and cadet exemplar committee members complete after action reports/lessons learned and brief new CW and DF advisors on roles and responsibilities.

5.2. Fall semester of Class's fourth-class year:

5.2.1. Class president appoints cadet exemplar committee chair as soon as possible after the start of the fall semester. Cadet exemplar committee chair forms committee as soon as possible and contacts CWV and DFH to establish initial contact with the CW and DF advisors, respectively.

5.2.2. The DF advisor provides a list of previous class exemplars and suggested class exemplar nominees to the cadet exemplar committee chair.

5.2.3. The cadet exemplar committee chair solicits the class for other class exemplar nominees.

5.2.4. The cadet exemplar committee reduces the list of nominees to five primary and two alternate nominees. During this process the DF advisor, in cooperation with the CW advisor, has DFH faculty experts review solicited nominees for appropriateness and recommends changes to the short list if required.

5.2.5. The DF advisor assists the cadet exemplar committee with preparing the nomination staff package and forwards to CW, DF, and CC for approval.

5.2.6. Once the short list is approved, the CW advisor assists the cadet exemplar committee with scheduling a voting session for the entire class; the class exemplar committee briefs the biographies of each of the five approved primary nominees and then the class votes.

5.2.7. The CW advisor assists the cadet exemplar committee in formulating a budget plan for the dinner, dinner speaker, athletic jacket patches and other expenses and contacts the Gifts and Memorials Branch (HQ USAFA/CMA) for gift fund availability.

5.2.7.1. Coordinates SSS with CW for approval to use gift funds.

5.2.8. The CW advisor assists the cadet exemplar committee in ordering athletic jacket patches for the entire class.

5.3. Spring semester of Class's fourth-class year:

5.3.1. The DF advisor assists the cadet exemplar committee in inviting a guest speaker for the exemplar dinner and in collecting/purchasing items for the exemplar display case.

5.3.2. The CW advisor assists the cadet exemplar committee in arranging for the cadet uniform shop to sew exemplar patches on the class's athletic jackets and ensuring availability prior to the class's recognition ceremony.

5.4. Summer between Class's fourth- and third-class years:

5.4.1. The CW advisor assists the cadet exemplar committee in selecting and scheduling a date for the exemplar dinner, which usually takes place during October of the class's third-class year.

5.4.2. The DF advisor assists the cadet exemplar committee in finalizing a guest speaker for the exemplar dinner, inviting exemplar family members (if applicable and funding permits), and completing the preparations of the exemplar display case, to include purchasing replicas of artifacts and uniforms and acquiring donated items from exemplar family members, USAFA Special Collections, and USAFA Museum Specialist.

5.5. Fall semester:

5.5.1. Cadet Exemplar Dinner. With assistance from both the CW and DF advisors, the cadet exemplar committee finalizes the script, sends invitations, and executes the dinner. CW will provide scheduling, facility, and personnel support. DF will oversee content, presentation, and guests.

5.5.2. Display Case. After the exemplar dinner, the cadet exemplar committee arranges for the display case items to be taken to their appropriate display case in Exemplar Hall, located in Fairchild Hall. The display case is under the control of DFH.

5.5.3. The DF advisor (in cooperation with the CW advisor) assists the cadet exemplar committee in filing paperwork for the dinner speaker honorarium, if required, and any other necessary costs through CMA.

5.6. Prior to the class's graduation:

5.6.1. With the assistance of current and former DF advisors, members of the cadet exemplar committee will arrange for the return of any borrowed items in the exemplar display case.

5.6.2. Prior to graduation, coordinate with HQ USAFA/CW Protocol to invite exemplar family to attend graduation ceremony.

GREGORY J. LENGYEL, Brigadier General,
USAF
Commandant of Cadets

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-35, *United States Air Force Academy*, 25 May 2011

AFMAN 33-363, *Management of Records*, 1 March 2008

USAF AI 51-601, *USAF Academy Management and Use of Gift Funds*, 5 Jan 2011

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AF—Air Force

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

ANG—Air National Guard

OPR—Office of Primary Responsibility

RDS—Records Disposition Schedule

USAF A—United States Air Force Academy